BC Housing

working together

to create homes,

choices and

healthy

communities.

2001-2004 Performance Plan

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Mike Farnworth

Minister of Social Development and Economic Security

Jim O'Dea

Chair BC Housing

Shayne Ramsay

Chief Executive Officer

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A Message from the Minister

I am pleased to present BC Housing's 2001-2004 Performance Plan in keeping with the requirements set out in the Budget Transparency and Accountability Act.

This plan provides an overview of BC Housing's strategies for effectively fulfilling its mandate and sets out key performance targets that will assist the organization in measuring its success at meeting and responding to the ongoing need for affordable housing in communities across the province.

A meaningful and co-ordinated response to diverse housing needs requires effective partnerships with the private sector, non-profit and co-op housing sectors, aboriginal leaders and housing providers, local governments, other ministries and other levels of government. In recognition of this fact, a key focus of the plan is the work to be undertaken by BC Housing in collaboration with its broad range of housing partners and stakeholders.

I feel confident that the goals and strategies set out in this plan will assist BC Housing in their efforts to continue to create a sound strategy from which to meet the government's affordable housing priorities.

Sincerely,

Michael Farnworth

Mike Farnworth
Minister of Social Development and Economic Security

A Message from the Chair and Chief Executive Officer

As we continue to face new realities, continuing economic and social pressures, and increasing demands for decent and affordable housing, we have developed an ambitious performance plan that sets out the goals, strategic directions and performance targets for BC Housing for the next three years.

This performance plan builds on the vision and strategic directions that were first put into place through our corporate planning process in 1999-2000. It forms the centre of who we are and what we do. It is intended to provide tenants, housing providers and all of our government and private sector partners with a sense of where we are going and how we plan to get there.

Foremost in this plan is the recognition of the role of housing in the context of health, education, jobs and individual well-being and the importance of working together to create homes, choices and healthy communities. At the core of the plan are commitments to making lasting investments in communities across the province; searching for new and innovative ways to build on the capacity of the local housing sector; and working to create new relationships and financial partnerships that leverage both private and public resources.

While we have made significant progress in moving towards the realization of our vision and in aligning our vision with our programs and services, our challenge is to continue to turn our vision into reality in a spirit of respect, creativity and teamwork.

Sincerely,

Jim O'Dea
Chair BC Housing

Shayne Ramsay
Chief Executive Officer

Executive Summary

As the government agency responsible for the delivery of the province's social housing programs, BC Housing has an important role to play in responding to the diversity of housing needs that exist across the province.

This plan which was developed by BC Housing's Board of Commissioners and senior management is in keeping with the requirements set out in the Budget Transparency and Accountability Act. Included in this plan are essential strategies for working to meet the ongoing need for affordable housing in communities across the province and for effectively fulfilling our mandate.

In developing this plan we recognize that our work reaches far beyond building and managing social housing. It is about working together with our housing partners and local governments to foster healthy, active and inclusive communities and about making a lasting contribution to the economic and social well-being of individuals and families across the province.

In moving forward on the strategies identified in this plan, the government's continued leadership in the development of affordable housing choices is a critical factor in determining our success.

As an organization, it is also essential that we continue to work together with our housing partners to find new and innovative ways of creating new housing opportunities for those who because of broad social and economic forces have found themselves with increasingly fewer housing options.

Finally, this plan is about working together to ensure that individuals and families across the province have a solid foundation from which to build stable and productive lives. Linked to well-being, stability, health and employment, access to decent, stable, affordable housing helps to provide a sense of place, a sense of dignity and a sense of community.

Strategic Foundation

The following core values, vision and guiding principles form the foundation of this plan and define the way in which we carry out our business.

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our guiding principles:

- Building alliances and partnerships
- Respecting community leadership and expertise
- Protecting the public investment in social housing
- Community participation
- Respect and responsiveness
- Creativity, innovation and teamwork
- Respecting the diversity of people and ideas
- Maintaining the highest standards of integrity, quality and competence

our core values:

Strategic Overview

Corporate Overview

The British Columbia Housing Management Commission (BC Housing) was created in 1967 through an Order in Council under the Housing Act to fulfil the government's commitment to affordable housing through the development, administration and management of social housing across the province. As the provincial housing agency, BC Housing is responsible for implementing the provincial government's housing programs and plays a key role in promoting the province's affordable housing strategy.

BC Housing's Mandate

BC Housing's mandate is to facilitate the provision of secure, well-managed, affordable housing.

In fulfilling our mandate, BC Housing is responsible for:

- Working with non-profit societies, housing co-operatives, other government ministries, development resource groups, and other levels of government in creating new housing options;
- Providing direct management for 7,800 units of public housing;
- Administering operating agreements and managing the flow of subsidies to non-profit housing providers and housing co-operatives across the province responsible for managing more than 26,600 units of affordable housing built under a mix of federal-provincial and wholly provincial programs;

Client Services

Housing Services

Program Audit

Program Operations

Corporate Services

Administrative Services

Information Systems

Program Analysis

Research and Corporate Planning

Legal Services

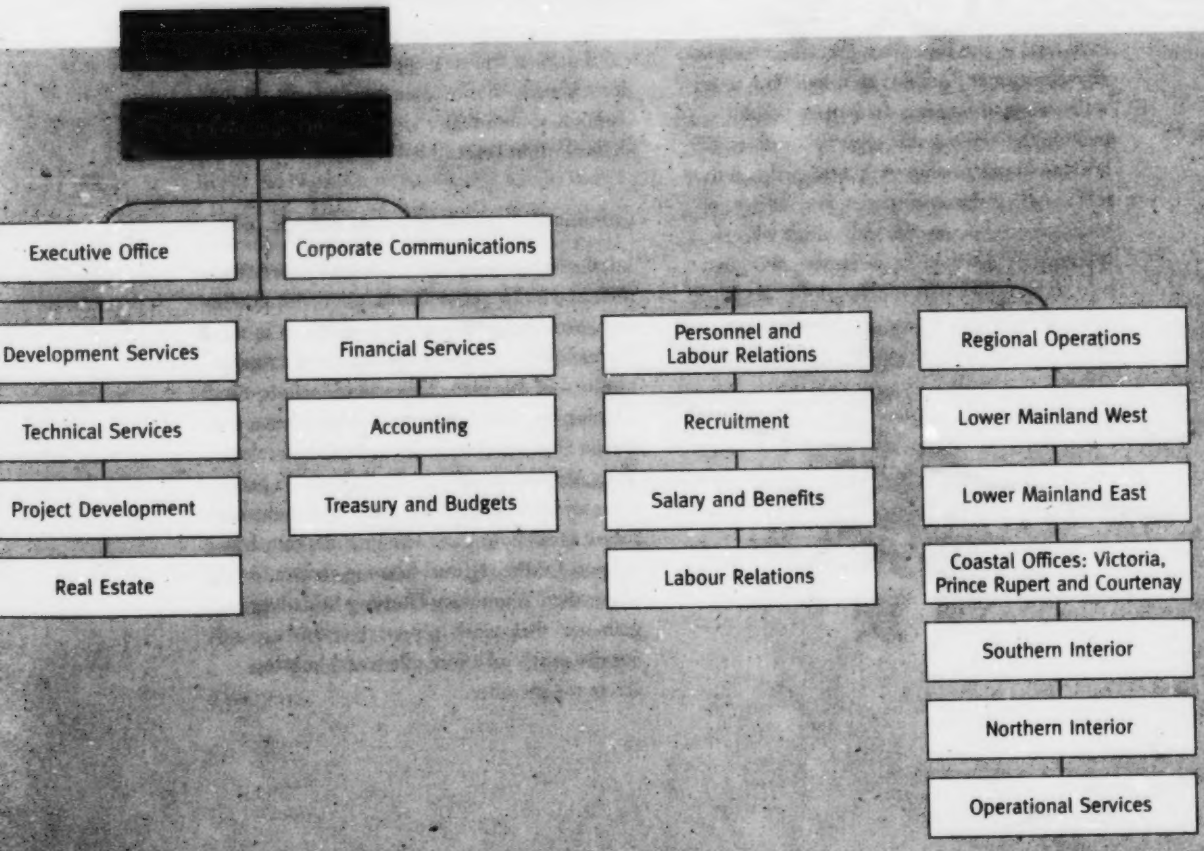
- Working with other ministries to provide management support for group homes and special needs residences, as well as coordinating the development of new group homes on behalf of other provincial ministries;

- Maintaining an applicant registry and allocating housing according to applicant need and the availability of suitable accommodation; and

- Delivering targeted rent supplement programs and other housing assistance to families and individuals living in housing in the private rental market. This would include the Shelter Aid for Elderly Renters (SAFER) program, which provides rent assistance to seniors and the Supported Independent Living (SIL) program, which provides rental support to people with severe and persistent mental illness.

Governance Structure

BC Housing is governed by a Board of Commissioners appointed by Order in Council. The Board of Commissioners is responsible for managing the affairs of BC Housing in a manner consistent with the powers established under the British Columbia Housing Management Commission Regulation. As of March 31, 2001, the Board of Commissioners consisted of 16 members including a full-time Chair.

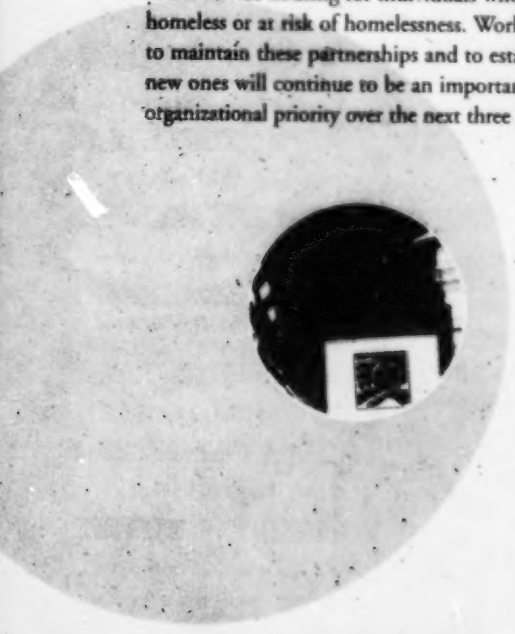


Strategic Challenges

The following are some of the key challenges that can have an impact on our overall success in meeting the goals and targets set out in this plan. Our ability to respond to these challenges will to some extent determine our success as an organization in delivering on the priorities that have been identified.

Effective partnerships

Effective partnerships with the private sector, non-profit and co-op housing sectors, aboriginal leaders and housing providers, local governments, other ministries and other levels of government are essential to the effective delivery of affordable housing across the province. Not only do these partnerships help to increase the supply of affordable housing, but they also help to provide an effective response to emerging housing needs and a more coordinated approach to the delivery of necessary support services. Over the past year, BC Housing has been actively working with local governments, local health authorities and other agencies at the local level to put into place strategies which will allow us greater flexibility in responding to a wider range of housing needs. This would include the delivery of supportive seniors housing in partnership with local health authorities as well as the development and delivery of multi-service housing for individuals who are homeless or at risk of homelessness. Working to maintain these partnerships and to establish new ones will continue to be an important organizational priority over the next three years.



Innovative approaches to developing more units

Related to effective partnerships are innovative approaches to the creation of more affordable housing. To this end, BC Housing will continue to actively explore strategies for increasing the supply of affordable housing. The creation of additional housing units also involves actively working with the private sector, local housing providers and local governments to create new relationships and financial partnerships that will lever existing resources, both public and private. Under HOMES BC 1999-2000, partners contributed more than $26 million for housing projects. Looking for new opportunities for collaboration and new approaches to the development of affordable housing will continue to be a major area of focus for the next three years.

Community consultation and participation

Local communities best know and understand their needs. Therefore community consultation and participation are essential elements in the successful realization of the goals and strategies outlined in this plan. This would include our ongoing work with tenants and members of the Public Housing Advisory Council in developing strategies and initiatives designed to promote and sustain healthy, active and inclusive tenant communities. It also includes ongoing support for the regional housing centres funded under the Community Housing Initiatives program and their work in preserving and expanding the supply of affordable rental housing across the province.

Building community capacity

Each community is unique in the housing issues and challenges that it faces. BC Housing's role is to work with communities across the province to identify new ways of responding to the wide range of needs that exist and to ensure that there are structures and strategies in place to support locally-driven housing initiatives. This role also involves building on the expertise that exists at the local level and a commitment to finding local solutions for local problems. Continuing to work with communities to build their social and economic infrastructure will remain an important organizational focus.

Effective communications

Public and political support is also essential in that it helps to break down negative attitudes about social housing and it helps to build and sustain healthy, active and inclusive communities. A province-wide poll conducted by Ipsos-Reid for the Tenants' Rights Action Coalition showed that 83 per cent of those who responded to the survey supported government involvement in the development of housing for low-income households. These findings draw attention to the increasing recognition that access to decent, stable, and affordable housing is central to individual health and well-being and a basic foundation upon which individuals and families can build stable and productive lives. These findings also draw attention to the increasing recognition that as a society we have the responsibility to ensure that all individuals have the opportunity to participate equally and fully in community life. Continuing to work to raise the level of public awareness and political support for the development of affordable housing through initiatives such as this year's *Affordable Housing Week* will continue to play an important role in the work that we do over the next three years.

A work culture of trust, continuous improvement and anticipation of need

Housing is about people and about communities. As the provincial agency responsible for the delivery of the province's housing programs, BC Housing has an important role to play in working with communities to identify new ways of responding to the wide range of housing needs that exist across the province. A central element in this is a work culture that is focused on and committed to the values embodied in home, dignity, and community. Research to support decision making, communications and community development is also an important element in this strategy. Working to build and sustain this focus over the coming years will continue to be an important priority for the organization.

Efficient use of public resources

The efficient use of public resources is also an essential element in BC Housing's corporate plan. The development of social housing provides a valuable asset for responding to the ongoing need for affordable housing in communities across the province. Continued careful management of this asset will remain a primary organizational focus. This would include the efficient use of information technology and information management as a means of enhancing our performance as an organization as well as a commitment to service quality and excellence among employees. This also includes a commitment to building a strong financial base for BC Housing by ensuring that effective long-term financial and capital plans are in place.

Financial Plan 2001 - 2004

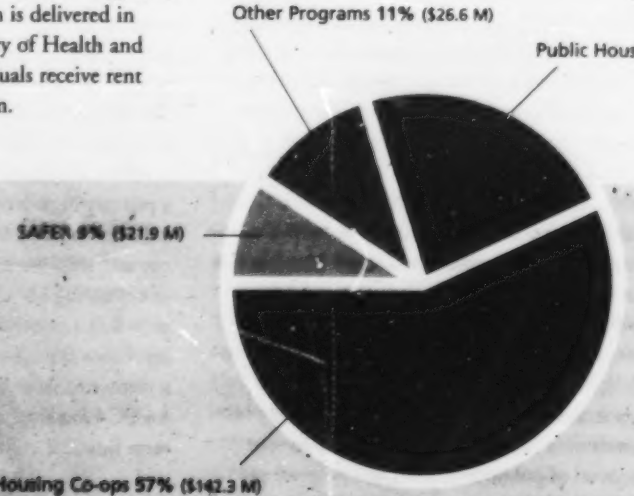
BC Housing's core business activities include the direct management of 7,800 units of public housing as well as partnerships with more than 550 non-profit societies and housing co-operatives responsible for the delivery and management of more than 26,600 units of affordable housing across the province. This housing represents home to more than 65,000 British Columbians in need of affordable housing.

BC Housing also provides rent assistance and rent supplements to families and individuals with special needs living in housing in the private rental market. This includes the direct delivery of 2,545 rent supplement units as well as the provision of rent assistance to 12,500 seniors through the SAFER program.

Assistance is also made available through the Supported Independent Living program to individuals with severe and persistent mental illness who are living independently in private rental housing in the community. The Supported Independent Living program is delivered in partnership with the Ministry of Health and approximately 1,400 individuals receive rent assistance under this program.

Support to other ministries and government agencies in the delivery of housing options is another important aspect of BC Housing's business activities. BC Housing provides a variety of building management support and administration services to the Ministry for Children and Families, the Ministry of Social Development and Economic Security, the Ministry for Women's Equality and the Ministry of Health. These services are provided on a cost recovery basis.

Graph 1 shows BC Housing's budgeted expenses for 2001/2002 by program while Table 1 shows the forecasted revenue and expenses for the period from 2001/02 to 2003/04.



BC Housing
2001/2002 Budgeted Expenses
($248.8M)

GRAPH 1

BC Housing Three Year Financial Plan TABLE 1

(In Thousands of Dollars)

	Approved 2000/01	Proposed 2001/02	Estimated 2002/03	Estimated 2003/04
	$	$	$	$
Revenues				
Tenant Rent	30,568	29,685	30,041	30,402
Sundry Revenue	2,756	3,085	3,078	3,088
Sponsoring Ministries	12,883	13,233	13,392	13,552
Provincial Share	99,150	123,109	144,358	160,106
Federal Share	75,669	79,670	80,013	81,838
Total Revenues	**221,026**	**248,782**	**270,882**	**288,986**
Expenditures				
Public Housing	51,410	57,932	58,628	59,331
NP & Housing Co-ops	120,989	142,324	163,259	180,203
SAFER	21,871	21,900	22,162	22,428
Other Programs	26,757	26,626	26,833	27,024
Total Expenditures	**221,026**	**248,782**	**270,882**	**288,986**

Notes:

1. The Three Year Financial Plan excludes working capital interest revenue/expenses, line of credit expense, and $2M for land transfer discounts. Programs funded by other ministries are included.
2. Included in the projections related to the 1999-2000 HOMES BC program are:
   - 2,400 new units
   - 600 units related to the Vancouver Agreement
   - 203 units for the Lore Krill Housing Co-op
3. The 2001/02 budget includes provisions for 1,800 new units and 250 rent supplement units. Of the 1,800 units, 800 are targeted to homelessness.
4. Subject to approval, the 2002/03 and 2003/04 budget includes provisions for 1,200 new units and 500 rent supplement units per year.
5. The mortgage rate assumption is 6.6% (5 year term) for all years.
6. The CPI inflation rate assumption is 1.2% per year from 2001/02 to 2003/04.

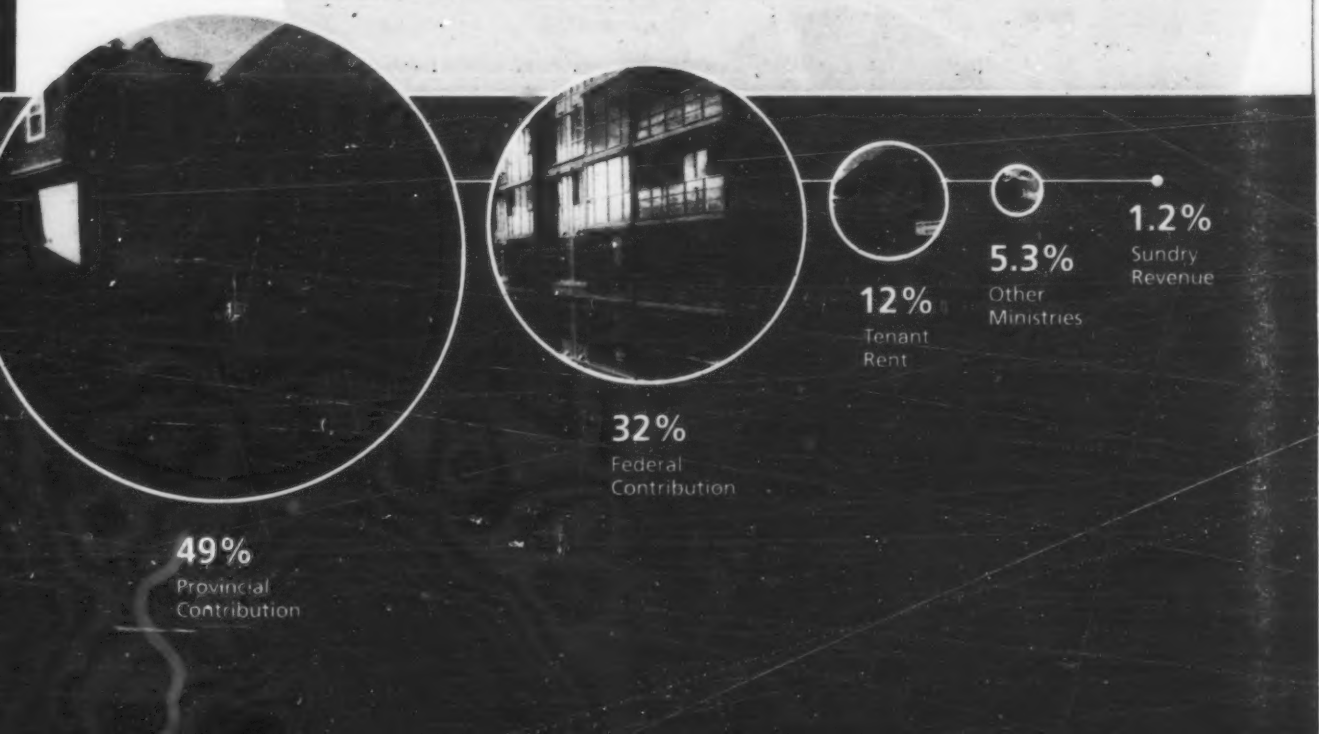
Revenue Projections

The revenue projections on Table 1 reflect BC Housing's primary funding sources which include provincial contributions, federal contributions, tenant rent revenue and funding from other ministries for the delivery of a range of housing programs and services.

Provincial contributions make up almost 50 per cent of BC Housing's total operating budget excluding costs that are recoverable from other ministries.

Current federal contributions are $79.7M and represent approximately 32 per cent of BC Housing's total operating budget. This funding covers the federal portion of cost-sharing agreements entered into prior to 1994 for non-profit and co-op housing developed under a mix of programs. The level of funding provided by the federal government will remain relatively constant over the life of the agreements. However, it should be noted that the province is currently engaged in discussions with Canada Mortgage and Housing Corporation regarding the devolution of responsibility for the administration of the federal social housing portfolio and, that while an acceptable agreement has not been reached, discussions are ongoing.

BC Housing Revenue Sources 2001/2002 (Proposed)



Expenditures

The expenditures on Table 1 show the distribution of costs by program.

In terms of the costs shown on Table 1, the single greatest expenditure is the flow of subsidies to non-profit and co-op housing providers responsible for the delivery of 26,661 units of social housing across the province. Between 2000/01 and 2001/02, the total budget allocation for housing subsidies is projected to increase by 18 per cent as 2,600 units currently under development under the HOMES BC program reach completion. For the period from 2001/02 to 2003/04, housing subsidies are projected to increase by nearly 27 per cent as an additional 2,085 units reach completion. This would include housing for families, singles, and seniors including supportive seniors housing. It would also include a broad range of supported housing options for individuals who are homeless or at risk of homelessness including the delivery of multi-service housing designed to assist individuals in making the transition from second stage to permanent housing options.

As the social housing portfolio across the province ages, the costs associated with maintaining this housing are also expected to increase. Included in the projected increase in costs for the directly managed portfolio is an annual total of $17.8M for ongoing capital funding designed to preserve and maintain the existing social housing portfolio and extend the useful life of the developments. This includes addressing and correcting major building failures such as problems related to water penetration as well as the development of a long-term plan designed to preserve and maintain the integrity of the housing portfolio. The development of a strategy, which will ensure that adequate funding is available to meet the long-term capital needs of the portfolio, has been identified as a major corporate priority. In addition, staff from across the organization are continuing to work to identify strategies and building technologies that will result in increased operational efficiencies and cost savings in other areas. In the interim, however, it is expected that the aging social housing portfolio will continue to create some upward pressure on BC Housing's operating budget.

Corporate Priorities 2001-2004

The following are the strategic priorities that have been identified for 2001-2004. These priorities were developed by BC Housing's Board of Commissioners and senior management and form the foundation of this plan as well as BC Housing's Corporate Plan and Multi-Year Business Plan.

- **Increased affordable housing**
- **Well managed, sustainable existing housing**
- **Healthy, active and inclusive communities**
- **Increased public awareness and political support**
- **A responsive, adaptive, and accountable organization**

Goals and Objectives 2001-2004

This section looks more closely at the goals and objectives for 2001-2004. Each of these goals and objectives are supported by individual branch plans and work plans across the organization and are tied to specific performance targets which are reported on a quarterly basis to the Board of Commissioners and which are summarized in our Annual Report.

goal 1 Increased affordable housing

Overview Increasing the supply of affordable rental housing continues to be an important priority. Given the number of households paying 50 per cent or more of their income on rent as well as the increasing number of households in core housing need and the increase in the numbers of families and individuals who are homeless, there continues to be a sense of urgency in meeting this goal. This would include the need to continue to look for new and innovative ways to respond to the diversity of needs that exist in communities across the province, including encouraging and promoting new partnerships as a means of leveraging additional resources and looking for new and innovative ways to create a broadened range of housing options.

Strategies and Activities To realize the goal of increased affordable housing, the following key strategic objectives will continue to remain a primary focus for BC Housing over the period from 2001-2004:

- Committing and delivering all housing allocations. The growing need has meant there is a sense of urgency in meeting this objective.
- Ensuring that a range of options is available to respond to existing and emerging housing-related needs and to support individuals in retaining their housing.
- Developing a research capability to better understand local housing needs and to support the development of a range of housing options.

Outputs Key outputs related to the goal of increased affordable housing would include:

- Successful delivery of all housing allocations.
- Successful delivery of initiatives designed to create broadened housing options and better respond to existing and emerging housing needs.
- Fair and equitable distribution of housing allocations across need groups and geographic areas.

goal 2 Well managed, sustainable existing housing

Overview The existing inventory of social housing represents an important investment in communities across the province and an important asset for responding to the ongoing need for affordable housing. As the agency responsible for the delivery of the province's social housing programs, BC Housing has an important role to play in working in partnership with the housing sector and housing partners in the delivery of well managed, sustainable existing housing. This would include the efficient administration of existing operating agreements with non-profit and co-op housing providers as well as managing and maintaining the existing social housing inventory in a manner which will continue to preserve and protect this valuable asset.

The goal of well-managed sustainable existing housing also involves working to find better ways of meeting the need for affordable housing across the province. This would include not only maintaining a strong focus on families and individuals in need of affordable housing but also working with housing providers across the province to increase the range of housing options available.

Strategies and Activities In terms of meeting our goal of providing well-managed sustainable existing housing, the following key strategic objectives will continue to remain a primary focus for BC Housing over the period from 2001-2004:

- Providing financial, administrative and technical support under existing operating agreements for the efficient management of housing provided under a mix of programs.
- Providing access to secure, well-managed and affordable housing through BC Housing's directly managed portfolio and through the management of group homes developed on behalf of other ministries.
- Developing and implementing a comprehensive three-year modernization and improvement plan to sustain existing social housing.
- Developing and implementing comprehensive annual plans for the ongoing maintenance of Provincial Rental Housing Corporation group homes and BC Housing's directly managed portfolio.
- Providing funding for the ongoing maintenance of the province's social housing stock.
- Creating a long-term strategy to address the aging social housing portfolio.

Outputs Key outputs related to the goal of well-managed, sustainable existing housing include:

- Efficient management of BC Housing's directly managed portfolio including responsiveness to the needs of tenants.
- Effective placement of tenants in BC Housing's directly managed portfolio including an effective vacancy-filling process and an accurate system for tracking and monitoring housing need.
- Comprehensive capital planning processes and the timely completion of projects identified in the annual Modernization and Improvement plan within budget.
- Effective capital planning processes which ensure that funding is available to meet the long-term capital needs of aging social housing developments.

goal 3

Healthy, active and inclusive communities

Overview Housing is about more than "bricks and mortar" – it is about people, homes and the creation of healthy communities. As a landlord of 7,800 units of social housing across the province, BC Housing has an integral role to play in helping to foster healthy, active and inclusive communities. This includes working to support locally-driven housing initiatives and encouraging partnerships with community resources in order to promote the economic, physical and social well-being of tenants. The work of the Public Housing Advisory Council is integral to this goal with their emphasis on working to build and sustain a high quality of life for tenants living in public housing.

Strategies and Activities In terms of meeting the goal of promoting healthy, active and inclusive communities, the following key strategic objectives will continue to remain a primary focus for BC Housing over the period from 2001-2004:

- The delivery of programs designed to foster healthy, active and inclusive communities through community partnerships.
- Encouraging and promoting tenant community development.
- Continuing to recognize the important role played by the Public Housing Advisory Council and continuing to provide resources to support the Council in its work.
- Implementing training programs for staff which emphasize the philosophy of social housing and the process of community facilitation.
- Encouraging partnerships with community resources outside of the housing site to promote the economic, mental and physical well-being of tenants.

Outputs Key outputs related to the goal of healthy, active and inclusive communities include:

- Ongoing support for the work of the Public Housing Advisory Council and the ongoing delivery of a range of long-term programs and initiatives designed to promote community partnerships and foster healthy, active and inclusive communities.
- The identification of resources to encourage and promote community participation and build the local level capacity.
- The ongoing delivery of emergency preparedness training for tenants, staff, and the broader community in order to increase the capacity of communities to respond to emergency situations and to provide support to others.
- Ongoing work with agencies in the broader community to develop partnerships which will help to provide a range of services and supports to respond to emerging housing needs and to respond to the needs of families and individuals living in social housing.

goal 4 Increased public awareness and political support

Overview Access to affordable housing is essential to the social and economic well-being of individuals, families and communities across the province. Over the past year, BC Housing has continued to build strong and enduring partnerships with key stakeholders. This would include ongoing work with local health authorities, local governments, non-profit and co-op housing providers, and the private sector, as well as housing advocates and community groups, in order to identify strategies for effectively responding to local housing needs. We have also continued to actively work to break down barriers and negative attitudes about those who live in social housing. This work is integral to our success as an organization and helps to build and strengthen the partnerships that have been created.

Strategies and Activities A continued emphasis on increasing public awareness and political support will be a major focus for our organization over 2001-2004 with the following priorities playing a key role:

- Increasing public awareness and political support for affordable housing.
- Keeping the Board, employees, ministerial staff, the housing sector, and housing partners informed on an ongoing basis of BC Housing's programs, policies and activities.
- Continuing to work with local governments to identify ways to respond to local housing needs through the development of affordable housing.
- Creating opportunities for dialogue and input from housing partners.

Outputs Key outputs related to the goal of increased public awareness and political support include:

- Planning, developing and implementing information programs and targeted community relations activities.
- Ongoing collaboration with the housing sector and our housing partners in order to identify opportunities to strengthen the current delivery of services and to increase awareness and support for affordable housing.
- Actively seeking and encouraging partnerships with other levels of government including encouraging the contribution of land and equity as a means of increasing the number of housing units which can be built without any additional provincial funding.

goal 5

A responsive, adaptive, and accountable organization

Overview The Board and staff at BC Housing are committed to providing high quality service and to working in partnership with other levels of government, other ministries, the private sector, non-profit societies, housing co-ops, tenants and community-based agencies in effectively responding to the diverse range of housing needs that exist. In being a responsive, adaptive and accountable organization, it is important to work closely with our housing partners to look at our business activities, operating style, methods and processes in order to identify ways to strengthen and improve the services and programs that we deliver.

Strategies and Activities The provision of high quality service comes from both a personal commitment to the work of the organization and from a desire to improve continually. In keeping with the goal of being a responsive, adaptive and accountable organization, BC Housing's priorities for 2001-2004 will continue to focus on:

- Managing our resources, partnerships and technology effectively in order to add value and ensure that the greatest benefit is realized for the public, tenants and ourselves.
- Achieving a workforce that is responsive to and reflective of the diversity of the communities in which we live and work.
- Fostering a work culture of trust, commitment to teamwork and excellence and openness to change.
- Fostering a culture of innovation in activities in support of our mandate.
- Enhancing our role as a social housing landlord.
- Ensuring that the affairs of the organization are carried out according to legislated requirements, broader social policy objectives and expected standards of conduct.

Outputs Key outputs related to the goal of being a responsive, adaptive and accountable organization include:

- Effective human resource management including recruitment, retention and promotion initiatives that support the goals of human rights, employment equity, multiculturalism, and diversity.
- Efficient use of information technology and information management.
- Effective financial administration including effective long range financial planning.
- A commitment to maintaining the highest standards of conduct among members of the Board and staff in order to build and sustain the public's trust and confidence.

Key Measures and Statistics

As of December 31st, 2000:

- Approximately 51,645 individuals and households received housing assistance through a mix of federal/provincial and provincially-funded programs delivered and administered by BC Housing.

- Since HOMES BC was first introduced in 1994, there have been 3,963 units of social housing created under this program.

- Since the approval of the expanded HOMES BC program in 1999-2000, provisional project approval has been given for 1,172 units of family housing; 581 units of seniors housing including supportive seniors housing; 393 units of housing for low income singles; 265 units for individuals who are homeless or at risk of homelessness; and 42 units of multi-service housing for the St. James Community Services Society in Vancouver.

- BC Housing also delivers rent assistance to more than 16,000 households in the private rental market. This rent assistance is delivered through rent supplement programs and/or a mix of programs including SAFER and the Supported Independent Living program.

- There are more than 9,400 applicants on BC Housing's applicant registry. These are ...ls who are in need of affordable housing.

- ...sition of households in need of housing based on the ...g's applicant registry: family households make up ...t) while seniors make up approximately 20 per ...and individuals with disabilities or specific ...f all households.

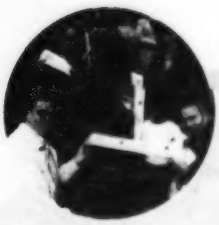
- ...eed", approximately 1 in 3 seniors on ...oints and would be considered to be ...t 36 per cent of all individuals with ...nily households.

3,963 units created since 1994

51,645 receive housing assistance

- BC Housing responds to approximately 5,795 requests for information per month from individuals and applicants seeking affordable housing. This includes 745 office visits per month as well as 5,050 phone inquiries per month.
- BC Housing also receives approximately 340 new housing applications each month.
- Of the applicants who were housed during this fiscal year, the average time that they waited for housing was approximately 28 months.
- Over the past nine months, BC Housing has initiated or participated in a total of 44 housing events including initiating the first ever *Affordable Housing Week*. In addition, BC Housing issued a total of 62 news releases related to our programs and activities. There were also approximately 8,000 visitors per month to BC Housing's website www.bchousing.org with the average visit lasting approximately 9 minutes.

average wait for assistance: **28 months**



Programs and Services

- DEVELOPMENT RELATED ACTIVITIES
- HOUSING OPTIONS AND HOUSING PROGRAMS
- COMMUNITY-FOCUSED INITIATIVES AND PROGRAMS
- TENANT-FOCUSED INITIATIVES AND PROGRAMS

Development Related Activities

HOMES BC

Under the HOMES BC program which was first introduced in 1994, the provincial government made a commitment to maintain the provincial contribution for social housing at the same level that it had been under the previous federal/provincial program. This meant a commitment to develop a minimum of 600 new units of affordable housing annually. In 1999-2000 the program was expanded to 2,400 units to be delivered over two years. In addition, there was a commitment made to deliver a total of 600 additional units as part of the Vancouver Agreement and 203 units for the Lore Krill Housing Co-op. The 2001-2002 program includes a total of 1,800 additional affordable housing units to be delivered under HOMES BC.

HOMES BC is the province's comprehensive housing program. It includes the following components:

Family Housing and Independent Senior's Housing

HOMES BC includes a number of units that are targeted to families or seniors in need of affordable housing. Since HOMES BC was first introduced in 1994 approximately 3,634 units of family housing and approximately 921 units of independent senior's housing have been initiated.

Housing for Persons with Disabilities

For all social housing built since 1985 there have been specific provisions that 5 per cent of the units in a development should be physically modified and accessible in order to accommodate those with physical disabilities. This includes housing developed under the HOMES BC program.

Housing for Those Who are Homeless or at Risk of Homelessness

Housing developed under the Homeless/At Risk component of the HOMES BC program is designed to respond to specific housing/support needs. One of the underlying goals of the program is to support individuals in their housing and to allow them to regain or maintain their independence. Housing developed under this program generally involves the coordination of services and support funding with other ministries. Since the HOMES BC program was first introduced in 1994, a total of 2,439 units targeted to those who are homeless or at risk of homelessness have been initiated.

Housing for Low Income Singles

Housing for low income singles was first introduced following the report of the Low Income Urban Singles Task Force and their report Nowhere to Live (1995) and two follow-up round table sessions on housing options for low income singles that took place in Vancouver in 1996 and 1997. In recognition of the increasing challenges faced by low income singles, the 1999-2000 expanded HOMES BC program included provisions for a total of 700 units targeted to low income singles.

Multi-Service Housing

Multi-service housing is combined second-stage and short-term housing designed to assist individuals in making the transition from homelessness to second stage and permanent housing. Under this model, second stage and short-term housing is combined within a single development or building. This housing is currently being developed on a pilot basis in partnership with local communities.

Supportive Seniors Housing

Supportive seniors housing was introduced under the 1999-2000 HOMES BC program on a pilot basis to identify ways of providing a more appropriate living environment for frail elderly people who if supported could continue to live independently in their community. This program is delivered in partnership with volunteer groups in the community, local health authorities, service providers, and local governments.

Housing Options and Housing Programs

Federal/Provincial Non-Profit and Co-op Housing Programs

Prior to 1994 when the federal government announced that it would no longer be funding the development of new social housing, BC Housing and Canada Mortgage and Housing Corporation (CMHC) had worked collaboratively to develop social housing through a range of cost-shared programs. BC Housing is responsible for administering these programs while the units that were developed through these programs are owned and managed by non-profit societies and housing co-operatives across the province.

Rent Supplement Programs

BC Housing provides rent assistance to low income families as well as individuals with special needs living in private rental housing. This includes the provision of targeted rent assistance through rent supplement programs cost-shared with the federal government. An additional 250 HOMES BC rent supplement units were approved as part of BC Housing's 2001/2002 budget.

Supported Independent Living Program

Rent assistance is provided through the Supported Independent Living program to individuals with severe and persistent mental illness who are living independently in the community in privately managed rental housing. This program is delivered in partnership with the Ministry of Health.

Shelter Aid for Elderly Renters (SAFER)

The Shelter Aid for Elderly Renters program provides rent assistance to eligible seniors who are 60 or over and who have affordability challenges. The level of rent assistance that is provided takes into account the household's ability to pay a given rent up to a maximum rent level. The current maximum rent levels are set at $520 for single person households and $575 for couples.

Group Home Development and Administration

BC Housing is responsible for the development, renovation and management of group homes on behalf of other ministries. In 2000-2001, BC Housing was directly responsible for the administration of 306 group homes across the province.

BC Rental Supply Program

In 1989 and 1990, BC Housing created a modest program to provide interest rate assistance to private developers in order to stimulate the development of rental housing in communities with very low vacancy rates. Developers were required to enter into an agreement with BC Housing to keep developments constructed under this program in the rental market for a minimum period of time and to ensure that the rents remained affordable. Approximately 4,200 units were built as a result of this program, however it should be noted that BC Housing's subsidies under this program ended in the 2000/2001 fiscal year.

Community-focused Initiatives and Programs

The Community Housing Initiatives Program

The Community Housing Initiatives (CHI) program is a component of the province's Affordable Housing Strategy and was first introduced in 1994. Under the CHI program, BC Housing provides annual funding to nine regional housing centres across the province. These centres, in turn, work in partnership with government representatives, the private sector, the housing sector and community groups to respond effectively to local housing issues. The nine regional housing centres continue to provide information to the public about housing issues and to advocate for the preservation and expansion of the stock of affordable housing across the province.

The Housing Registry

The Housing Registry is a comprehensive housing information service for housing providers and applicants in search of affordable housing in the Lower Mainland. The Housing Registry provides a current, centralized database of applicant information for providers, and a single application point for households seeking affordable housing.

Emergency Preparedness

BC Housing plays an important role in the province's disaster preparedness and response programs. Staff from across the organization participate in annual exercises with other agencies in undergoing training for rapid damage assessment of buildings and for developing plans and programs to respond to emergencies. Through the emergency preparedness program, training is given to tenant communities and staff at BC Housing with the primary objective being to build and expand the communities' capacity to respond in an emergency.

Tenant-focused Initiatives and Programs

The Public Housing Advisory Council

The Public Housing Advisory Council is a volunteer group of elected public housing tenants from across the province that work with BC Housing to enhance the well-being of tenant communities and promote tenant involvement. Members of the Public Housing Advisory Council envision the creation of self-determined tenant communities with a strong support structure and suitable facilities where everyone cares for each other and shows respect.

Tenant Association Grant Program (TAG)

BC Housing provides annual funding for tenant programs in it's directly managed housing through the Tenant Association Grant program.

Tenant Conference

The Tenant Conference is one of a number of tenant-focused programs designed to build community at the local level.

People, Plants and Homes (PPH)

Tenants living in developments managed by BC Housing are encouraged to become involved in urban gardening activities ranging from container balcony gardens to larger community plots for adults and children. This helps to create a sense of home and a sense of community.

Student Tenant Employment Program (STEP)

The Student Tenant Employment program helps to increase the employability of youth living in BC Housing developments and is designed to develop skills and build confidence and self-esteem among program participants.

Bursary Program

The BC Housing Bursary program provides funding assistance to adult students and youth living in social housing who are pursuing education goals.

Corporate Literature

British Columbia's Strategy for Affordable Housing

BC Housing 2000-2001 Corporate Plan Summary

Annual Reports

Program Information

The Link – Maps, Buildings and Addresses of Affordable Housing in BC

Applying for Affordable Housing in British Columbia – How to Apply

Rapid Damage Assessment – Field Manual

Shelter Aid for Elderly Renters (SAFER) – Brochure and Application Form

Priority Placement Program

Health Services Program

Housing Registry Overview

Development Publications

HOMES BC Non-Profit Housing Application Guidelines

HOMES BC Design and Construction Standards

HOMES BC Development Process – Owner's Guide to Roles and Responsibilities

Publications for Housing Providers

Non-Profit Guides:

- Corporate Responsibilities
- Emergency Preparedness
- Financial Responsibilities:
  - Financial Reporting Requirements
  - Deferral with Fund Accounting – Sample Financial Statements
- Housing Programs
- Maintenance
- Rent Calculation
- Resident Relations
- Resident Involvement Kit

Tools for HOMES BC Operators

***Opening Doors* Series**

Boxed set of six videos

Fact Sheets:

- Affordable Housing in British Columbia
- Myths and Attitudes about Social Housing
- The Facts on Special Needs Housing
- The Facts on Homelessness
- The Facts on Housing Need
- Working Toward Solutions

Research Reports/Business Plans

Homelessness – A Call for Action

Public Housing Advisory Council – Strategic Plan and Action Plans

Community Housing Initiatives Program Business Plan 1999-2001

Cost-Effective Housing in British Columbia

Nowhere to Live – A Call to Action by the Lower Income Urban Singles Task Group